



Board of Governors
Regular Meeting Minutes
April 27th, 2010

Board Members In Attendance

Lance Carlson
 Darren Delichte
 Marty Kaufman
 Shane Mahar
 Margaret-Jean Mannix
 Roxanne McCaig
 Cynthia P. Moore
 James Peacock, Q.C. (Chair)
 Kate Peterson
 Yves Trepanier
 Sue Anne Valentine

Regrets:

Joseph Leung
 Sheila O'Brien
 G. Bradley Moore

Resources:

Donald Dart, Senior Vice-President Finance and
 Corporate Services

Recording Secretary

Elizabeth Hay

The Board meeting was called to order at 5:05pm with quorum present and with James Peacock, Q.C. as chair.

1. APPROVAL OF AGENDA

MOVED by Shane Mahar and SECONDED by Yves Trepanier that the agenda be approved as follows:

- Move item 5.2 to Governance Committee report 7.2.

CARRIED
 Unanimous
 MOTION: 1467

2. APPROVAL OF MINUTES

MOVED by Margaret-Jean Mannix and SECONDED by Kate Peterson that the minutes of the February 24th, 2010 meeting of the Board of Governors be approved as amended.

CARRIED
 Unanimous
 MOTION: 1468

3. CONSENT AGENDA

Discussion ensued regarding the consent agenda.

- Immediate action item: forward copy of the Alumni Newsletter to the Board (and other publications to the Board as a matter of course).
- Item for follow-up at a later date: Employee Code of Conduct progress.

MOVED by Cynthia Moore and SECONDED Roxanne McCaig that the Board of Governors adopt the consent agenda, as presented.

CARRIED
 Unanimous
 MOTION: 1469

4. **BUSINESS ARISING**

Roxanne McCaig outlined two items for review from previous meetings to confirm that these items had been completed:

- Alumni Award Committee: Alumni Award Committee will be presenting later on in the agenda
- Mandate and Roles Document approval by the Minister of Advanced Education and Technology: the Mandate and Roles Document has been approved by the Minister of Advanced Education and Technology, and is posted on the ACAD website.

5. **NEW BUSINESS**

5.1 Budget for 2010-2011

Background:

Revenue estimates and expenditure proposals are based on information provided by government, academic and administrative requirements, and are currently anticipated to continue effective operation of the institution.

Information on the variances, ramifications and specifics regarding this year's budget will be presented at the April 27th, 2010 meeting.

The 2010-2011 budget (as presented in the April 27 2010 agenda package was reviewed by the Board of Governors' Finance and Audit Committee on April 19th, 2010; the Finance and Audit Committee has recommended this budget be approved by the ACAD Board of Governors

Donald Dart, Senior Vice-President presented a summary of highlights of the budget for 2010-2011 to the Board of Governors (see presentation, pages 6 to 14).

Discussion ensued regarding the Budget for 2010-2011.

Action items from this discussion include:

- Discuss process for Students Association consultation, and ensure that consultation process to increase tuition fees are properly recognized
- Follow-up report requested from Roxanne McCaig, to present listing of funds raised compared to costs for various strategic Advancement initiatives

MOVED by Yves Trepanier and SECONDED Cynthia Moore that the Board of Governors approves that the 2010-2011 operating budget for the Alberta College of Art + Design as presented.

1 abstention
CARRIED
MOTION: 1470

5.2 Board of Governors Alumni Award of Excellence

Cynthia Moore reported that the committee, comprised of herself, Sue Anne Valentine, Jesse Sherburne (faculty member) and Melissa Trono (Director of Advancement and Alumni Relations), met to discuss the future for this award, but needed to discuss specifics further before presenting to the Board of Governors. Ms. Moore continued that she would have a report ready for the Board by next Board meeting.

6. CHAIR'S REPORT

Mr. James Peacock reported that as a follow-up to the discussions in previous committee meetings a few reports will be evaluated in upcoming meetings – specifically those will be the auditor general's report, the climate survey and the comparison of funds raised compared to funds expensed, along with an explanation of the various components of fundraising.

7. BOARD COMMITTEE REPORTS

7.1 Finance and Audit

Lance Carlson reported that the Finance and Audit Committee recently met with representatives from the Auditor General's office and discussed methodology for the upcoming audit; in this meeting as well the Budget for the upcoming year was reviewed and approved.

7.2 Governance Committee Report

7.2a Governance Committee Report

Yves Trepanier, Chair of the Governance Committee distributed a document for the Board of Governors' review (Minutes from Previous Governance Committee meeting, attachment pages 15 , 16) and noted that Kris Weinmann, the new president for the Students' Association and also the new representative to the Board of Governors, has received his notification from the Ministry of Advanced Education and Technology that he has been appointed to the ACAD Board of Governors. Mr. Weinmann's start date is July 1, 2010.

7.2b Board Policy Update

Background: To allow the Alberta College of Art and Design to fulfill its commitment to adhering to the Risk Management processes as outlined by the Office of the Auditor General, it is requested that the Board approve two changes for Board policies, effective April 27, 2010. The first Policy, "Risk Management" has been updated to refer to add the new Information Security policy as a reference document. The second policy, "Information Security" is a new policy that has been included to ensure the adherence to legislative regulations in regards to the proper maintenance of information banks at the Alberta College of Art and Design.

The revised Risk Management policy and the new Information Security policy were reviewed by the Board of Governors' Governance Committee; the Governance Committee has recommended these polices be approved by the ACAD Board of Governors.

The effective date of April 27th, 2010 are presumed if both the revision and the new policy are passed by the Board of Governors by the following motion.

MOVED by Shane Mahar and SECONDED Margaret-Jean Mannix that the Board of Governors accept the revision to the Risk Management policy and the addition of the Information Security policy as outlined in the Board Agenda package for the April 27th, 2010 Board of Governors meeting".

CARRIED
Unanimous
MOTION: 1471

7.2c Board Effectiveness Committee

Yves Trepanier introduced Margaret-Jean Mannix, who presented information regarding a sub-committee's discussion around the notion of board effectiveness for individual members and the whole Board. Ms. Mannix

reported that the sub-committee met with Trudy Gahlinger, who assisted in this committee's work and that it is the sub-committee's hope that a draft be available for the Board to review at the May 27th, 2010 meeting, and that the survey will be sent along to the Board of Governors, data will be gathered and should then be available for review by the end of June, which will also provide data for discussion at the next Board off-site meeting in September.

7.3 Human Resources

No report at this time.

7.4 Relocation Committee

No report at this time.

8. PRESIDENT'S REPORT

Lance Carlson, President and CEO, Presented the following items:

Marianne McKenna: The next, and last, Stirring Culture speaker is Marianne McKenna, and the President's Circle reception for this event is on the 19th of May and that will also be the last President's Circle reception for the year.

Smart Night: Smart Night was a huge success and I'd like to take an opportunity to acknowledge Shane Smith and AnneMarie Dorland and the Advancement team and the work they did to ensure the event was seamless.

Access to the Future Funding: an email was circulated outlining the categories for the matching funding for the upcoming year, major areas included Human Resources and Program Equipment.

Art and Culture Tour: The Art and Culture Tour went to Los Angeles and it was an amazing experience.

HVAC Renovations: Most of ACAD's admin area will be undergoing HVAC renovations, and all offices will be moved up to the 4th and 5th Floor of the school. The Boardroom is moved to room 455, please note for the next Board meeting.

Intranet: To aid in communications and in information sharing, AnneMarie Dorland has been working on an intranet along with CT&S and it is expected to be launched very shortly.

Professional Development: Support staff & M&E don't have a lot of funds to access for Professional Development; recently we did devote \$200K; an additional \$50K was added. This professional development funding is not to be used for not sending people to conferences only. In the near future terms of reference will be developed to allow staff members to understand this funds' use, along with how to apply for funding.

9. BOARD PRESENTATIONS

9.1 Sage Wheeler, President of the Alberta College of Art and Design's Students Association, discussed ACADSA's responsibilities and roles within ACAD (A copy of their presentation is below, Pg 17 to 23).

Secretary's Note: This presentation took place at the end of the regular agenda.

10. ACAD STUDENT BOARD MEMBER REPORT

Shane Mahar, ACAD Student Board Member, reported that the Students' Association recently held a referendum to see if ACADSA should remain a member of the Canadian Federation for Students. In the referendum, those that supported remaining part of the Canadian Federation of Students won the vote, so membership status for ACADSA will not change.

Mr. Mahar also introduced and welcomed Kris Weinmann who will be the student representative to the Board of Governors as of July 1/10.

11. ACAD FACULTY BOARD MEMBER REPORT

Marty Kaufman, the Faculty Board Member representative, submitted a report to be included in the minutes (Page 24).

12. ACAD STAFF BOARD MEMBER REPORT

Kate Peterson, the Staff Board Member representative, reported that AUPE Sessionals winding down for summer and that the AUPE bargaining team is starting to review documentations in advance of this year's set of negotiations which should start soon with Management.

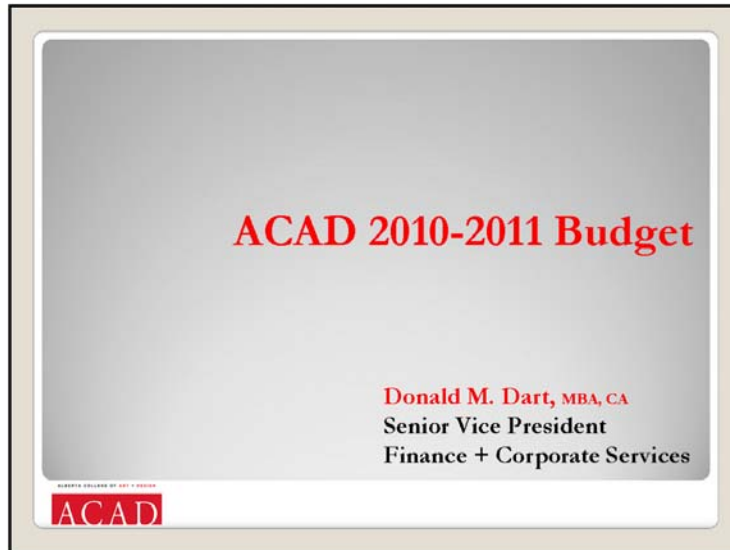
13. ADJOURNMENT

<p>MOVED by Margaret-Jean Mannix and SECONDED by Shane Mahar that the meeting be adjourned at 7:40pm.</p> <p style="text-align: right;">CARRIED Unanimous MOTION: 1472</p>
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<Original signed by Board Chair and President + CEO>

James Peacock, QC
Chair, ACAD Board of Governors

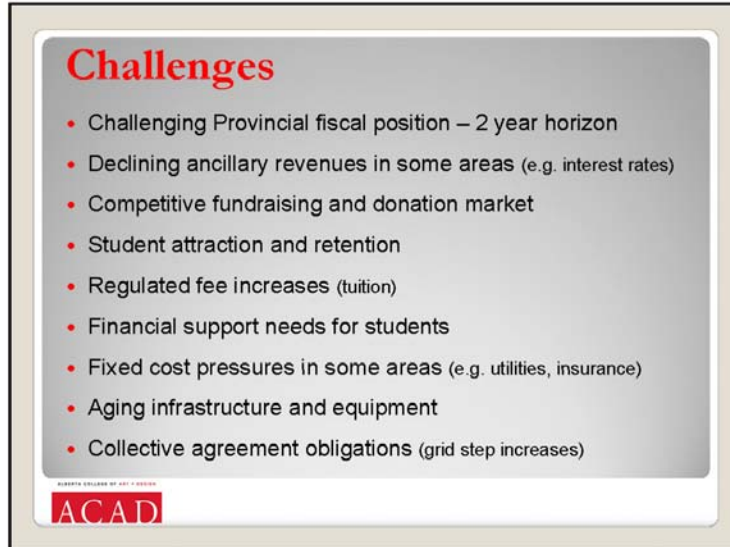
Lance Carlson
ACAD, President + CEO



ACAD 2010-2011 Budget

Donald M. Dart, MBA, CA
Senior Vice President
Finance + Corporate Services

ALBERTA COLLEGE OF ART + DESIGN
ACAD



Challenges

- Challenging Provincial fiscal position – 2 year horizon
- Declining ancillary revenues in some areas (e.g. interest rates)
- Competitive fundraising and donation market
- Student attraction and retention
- Regulated fee increases (tuition)
- Financial support needs for students
- Fixed cost pressures in some areas (e.g. utilities, insurance)
- Aging infrastructure and equipment
- Collective agreement obligations (grid step increases)

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Opportunities

- Minimal decline in Provincial grants
- New positioning of ACAD (substantial equivalency, graduate programs)
- Continued strong student attraction and intake
- International student attraction
- Improved student retention
- Available one time reserves (restricted + unrestricted)
- Efficiency gains achieved in some areas
- Sustainable scholarship and endowment funding
- Improvements in technology (wireless, faculty laptops)



Key Budget Strategies

- Must meet all legal and compliance obligations
- Maintain service for academic programs, visiting artist funding and student services
- Minimize impact to students and programs
- Limit fee increases to students
- Use one time reserves strategically to bridge shrinking revenues
- Increase effectiveness in the way we work where possible
- Minimize staff displacements
- Anticipate further budget challenges in 2011-2012



Results

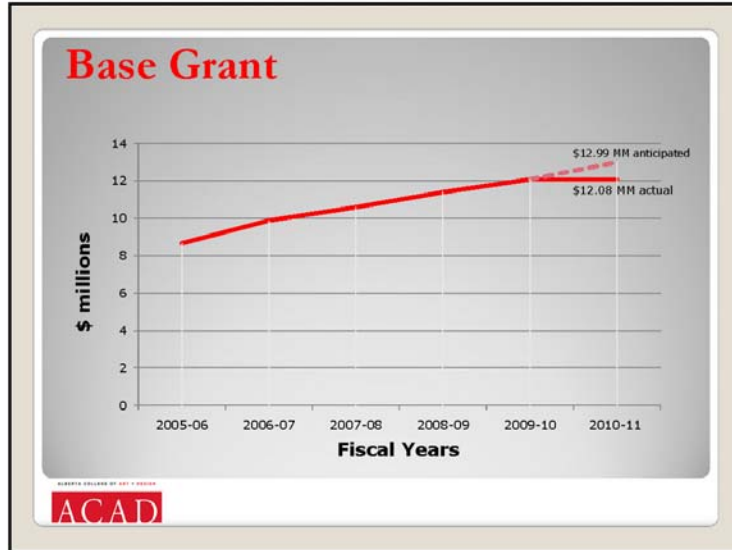
- Balanced budget
- Some revenue adjustments (increase of 1.2%)
- Some strategic reductions in costs (3.4%) to offset cost increases overall (4.9%)
- Some efficiency realignments for staff
- Flexibility retained for reserves over the next 2-3 years

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Details - Revenues

- Increase in regular student enrollments over prior year (↑ 20 students)
- Increase in international students over prior year (↑ 5 students)
- 1.5% increase in tuition for all existing students (↑ to \$4,357 for regular, \$13,793 for international)
- 3% increase in tuition for new incoming international students (↑ to \$13,996)
- Budgeted Extended Studies revenues same as 2009-2010 (\$835,000)
- Increase in network access fees by \$25 per student per year
- Scholarship revenues sustained for 2010 and future years (\$155,000 p.a.)
- Decrease fundraising revenues based on current market (↓ \$130,000)
- Reduction in investment income due to current market (\$180,000)
- Minor changes to Sales, rentals and services revenues

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Details – Salary + Benefit Expenses

- Faculty de-loads and ratio agreement for faculty covered
- AUPE and ACADFA step increases covered (impact \$145,000)
- Frozen management exempt salaries
- Benefit costs increasing from 15.6% to 16.99% of salaries (impact \$140,000)
- Reduced costs associated with permanent staff attrition (impact \$160,000)
- Reduced costs due to support staff efficiencies (impact \$112,500)
- Funding of Faculty Professional Development (P.D. Allowance) maintained
- 2009 Staff FTE and reclassification changes fully provided for



Details – Staffing Levels

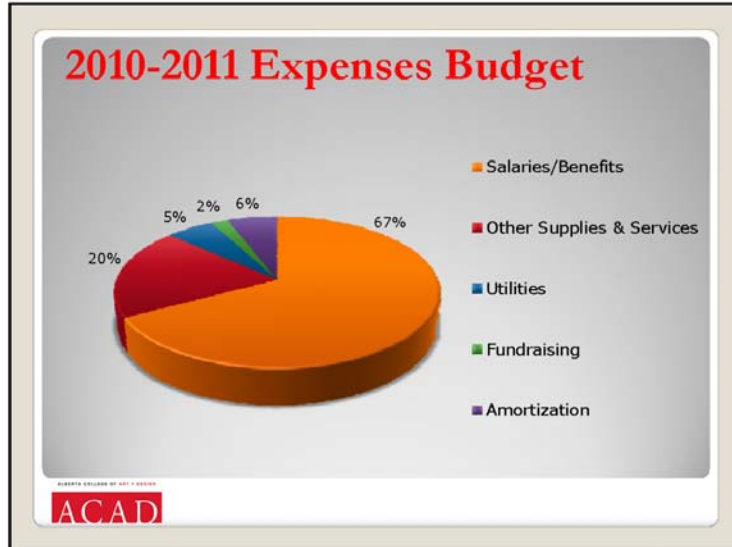
- 2009-2010 staffing additions and changes fully operationalized in 2010-2011 budget including:
 - 3.00 FTE added in Visual Communications
 - 2.00 FTE added in Drawing
 - 0.75 FTE added in Liberal Studies
 - 1.00 FTE added in Student Services (Administrative Assistant)
 - Miscellaneous reclassifications in 2009-2010
- Four new full-time faculty hires in 2010-2011 as per ratio-agreement
- Decrease in utilization of sessional instructors with one 20 student cohort reduction (4 course sections, savings of \$70,500)
- Academic structure re-alignment (increase in number of Deans, loss of Assistant Dean positions, change of program head structure)
- Reduction of 0.5 FTE administration position in President's Office (0.5 FTE remaining currently frozen)
- Staff restructuring for efficiencies impacting 2 FTE support positions (\$70,000)

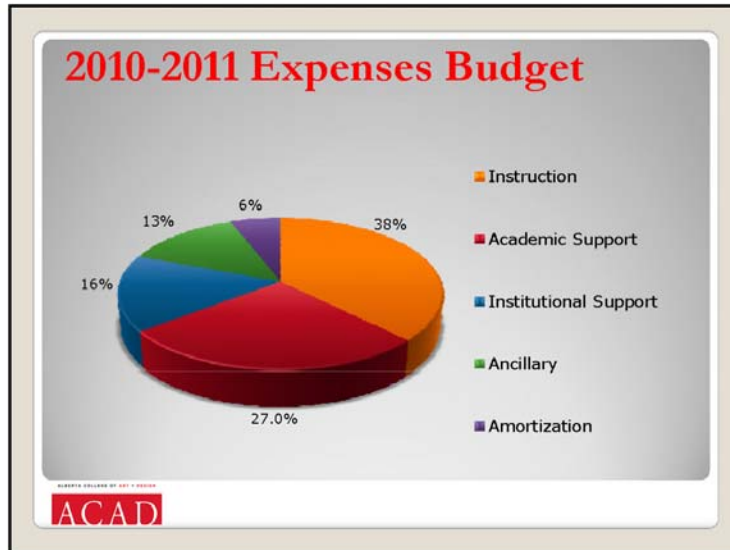


Details – Operating Expenses

- Increased fixed costs associated with utilities, legal requirements and contractual obligations (↑ \$75,000)
- Contractual increases for existing services such as parking (↑ \$77,000)
- Average of 10% reduction in discretionary operational, non-salary budget items in all areas ↓ \$190,000
- Decrease in expenditures for Gallery exhibitions ↓ \$30,000
- Reduction in expenditure for minor equipment ↓ \$25,000
- Increase to operationalize APAS (↑ \$72,000)
- Reduction for View Book development costs ↓ \$40,000

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- ### Implications Instructional Services
- Budget increase of 1.9% to sustain core services and programs
 - Increased attention to international student attraction
 - Provision for pending appointments
 - Reduction in Extended Studies credit enrollment
 - Some administration efficiencies
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Implications
Student Fees and Scholarships

- Minimal impact on tuition
- Small increase in tech support fees (\$25)
- Competitive fee for international students
- Sustainable scholarship revenue stream

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Implications
Academic Support

- Budget increase of 1.7%
- Additional support for student services
- Continued support for Audio Visual, Library, Gallery, Digital Services Centre and Technology Support Services

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**Implications
Institutional Support Services**

- Overall budget decrease of 8.4%
- Budget decrease for administrative departments and communications of (13.6% and 11.2%)
- Investment in Advancement office for future from reallocated funds

Campus Operations + Bookstore

- Budget increase of 3.6% to cover fixed costs
- Average mark-up increases of 5% for competitive pricing

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Board Members Attending

Jim Peacock (ex-officio)
 Lance Carlson (ex-officio)
 Yves Trépanier (Committee Chair)
 Roxanne McCaig
 Shane Mahar
 Margaret-Jean Mannix (by phone)
 Kate Peterson
 Sue Anne Valentine

Board Members Not Attending

n/a

Guests/ Resources

n/a

1. Call to Order and Approval of Agenda

Meeting called to order at 2:08pm; agenda approved by motion by Roxanne McCaig and motion was seconded by Kate Peterson. Motion was carried.

2. New Business

2.1 Discussion and Review of Terms of Reference

The committee reviewed the current Governance Committee terms of reference (approved February 26, 2009) and agreed that no changes needed to be made at this time.

2.2 Develop Scope of Governance Committee Work

Discussion of need to develop a formal review process for Board members, consensus that the Governance Committee would develop such a process.

2.3 Develop Meeting Schedule

Next Meeting, April 21, 2010 at 12 noon at TrépanierBaer Gallery

2.4 Review of Board Member Terms

The only Board member that has a term that is expiring in 2010 is Mr. Leung. Yves Trépanier Motion moved that a recommendation be made on behalf of the Board to renew Mr. Leung's term with the ACAD BOG until 2014, motion seconded by Shane Mahar. Motion was carried.

2.5 Discussion of Board Effectiveness

- Ms. Margaret-Jean Mannix presented ideas around board effectiveness (Attachment 1), including methodology, examples of board effectiveness surveys, and the goal of adopting a methodology and developing time lines management of process.
 - Consensus after presentation that the Board should develop an instrument and conduct an effectiveness survey internally in this year, with a consultant. It was agreed that Trudy G. would be approached to facilitate this process. Board members Sue Anne Valentine, Margaret-Jean Mannix, Kate Peterson and Lance Carlson will work with Ms. Gahlinger to discuss this process. Target for completion date of survey is end of May 2010.
 - Shane Mahar moved to approve of new ad-hoc committee (Sue Anne Valentine, Margaret-Jean Mannix, Kate Peterson and Lance Carlson) to review board effectiveness and
-

complete a board effectiveness survey by May 2010, motion was seconded by Roxanne McCaig. Motion was carried.

2.6 Review of Policy Recommendations from Risk Management Assessment

Both policies presented in the agenda package for this meeting were reviewed by the Governance Committee. Shane Mahar moved that the policies be accepted as presented, Roxanne McCaig seconded the motion. The motion was carried. Lance Carlson agreed to forward an overall risk management report to the Board in time for the next meeting of the Board of Governors on April 28, 2010.

3. Other Business

None at this time.

4. Adjournment

The meeting was adjourned at 4:00pm

(Secretaries Note: Additional Documents forwarded after meeting included: Board Self-Evaluation from 07 (Attachment 2), and Board Skills Matrix Blank for 2010/11 (Attachment 3)).

acadsa

Mandate

We will facilitate the development of a strong student artist community & culture by supporting student life & well being, representing student interests and providing professional growth opportunities.

Organizational Structure

Services ↔ Advocacy

Services Overview

- 1 full-time employee, our General Manager, Brenda Baber
- We have 12 Student-Staff Coordinators employed by ACADSA, all working on service projects for students
- Services are intended to advance artistic practices and student life

Services

- Health and Dental Coverage
- Marion Nicoll Gallery
 - Longest running student gallery in the country
 - Provides students with opportunity to apply, showcase and jury work
 - Provides students with practical experience in a gallery administration

Services

- Show and Sale
 - Run twice annually
 - All students participate, showcasing their art to the public
 - Students work with ACAD to promote the event. (PD)
 - Introduction to the commercial art market
 - Many students pay their tuition this way

Services

- Blend
 - A yearly publication that provides students with the opportunity to write critically about artwork of their peers and contemporary art practices
 - Opportunities for editing, layout design, etc.

Services

- Financial Support
 - We offer an Emergency Student Bursary used for living expenses in extraordinary situations.
- Mediation
 - Students who need to see administration regarding their studies often need procedural or emotional support
 - We facilitate when the student requests it

Other Services

- U-PASS (w/ ACAD)
- Fun events
- ArtaWearness
- Clubs support
- Free phone and fax
- Handbook/Dayplanner
- Graduation Catalogue
- Arthole and Cafeteria
- Honourariums

Advocacy Overview

- Students are elected as representatives to forward concerns to the ACAD administration.
- We are the only province which includes references to students' association in legislation. We are provincially mandated to exist.
- Students' Legislative Council is our topmost governing body
- We set our goals annually, but we often pick up projects throughout the year as issues come up.

Advocacy

- Municipal Advocacy through the Calgary Student Caucus (CSC)
- Provincial Advocacy through the Alberta Student Executive Council (ASEC)
- National Advocacy through the Canadian Federation of Students (CFS)

Advocacy

- Committee Representation
 - Academic Council
 - Health and Safety
 - Hiring Committees
 - Graduation Committee
 - Ad Hoc Committees
- Meeting with College officials

What this means...

- ACADSA acts as a connection between different departments in the College
- We provide administration with critical information on the student experience
- We help students understand the structure of the College so they can better exist within it

Questions?

Faculty Board of Governors Report

The faculty have just come to the end of class time and are finishing final exams and critiques with marks being registered by this Thursday. This time after classes are busy with tasks and committees for the faculty in preparing for the next academic year such as:

- Reviewing Program curriculum, which are scheduled to begin in May with faculty from various Areas taking part.

- Reviewing portfolios for admission for incoming students.

- Contributing to input regarding departmental issues regarding equipment renewal, room/studio usage and budget concerns.

- Contributing to initiatives of enrollment management strategies.

- Contributing dialogue to issues of the Academic Restructuring and Academic Rank through the Academic Executive and the All Faculty meetings.